

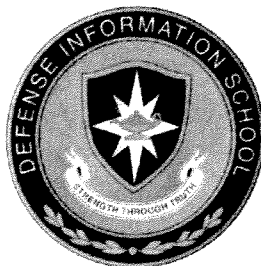
TRAINING PROGRAM OF INSTRUCTION (TPI)
FOR
DINFOS PAQC - ADL
PUBLIC AFFAIRS QUALIFICATION COURSE
ADVANCED DISTRIBUTED LEARNING



Approved by:

A handwritten signature in black ink, appearing to read "Ray L. Kurb".

Commandant Defense Information School
Supersedes TPI Dated January 2008



**PUBLIC AFFAIRS QUALIFICATION COURSE
ADVANCED DISTRIBUTED LEARNING
TRAINING PROGRAM OF INSTRUCTION**

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TRAINING PROGRAM OF INSTRUCTION

Preface

TRAINING PROGRAM OF INSTRUCTION FILE NUMBER (TPFN): DINFOS- PAQC - ADL

TITLE: Public Affairs Qualification Course Advanced Distributed Learning

TRAINING LOCATION: Defense Information School, Fort Meade, MD

SPECIALTY AWARDED: NONE

PURPOSE: The PAQC - ADL course provides entry-level public affairs training for mid to senior level non-commissioned officers and commissioned officers from all U.S. military services, and U.S. government agency civilians selected for public affairs assignments at all levels of command. This course will ensure those NCOs, officers and civilians are capable of performing the basic duties of Department of Defense military public affairs practitioners.

TRAINING METHODOLOGY: The Defense Information School offers this course in two training methodologies, a standard resident program, as well as an advanced distributed learning (ADL) program taught using an online learning system. The resident program offered at the Defense Information School on Fort Meade and the ADL training method follows a strictly regimented, instructor-led, interactive training curriculum.

Disposition of Online Learning: Online learning is considerably different from the traditional classroom experience because it is student centric as opposed to the classroom instructor centric. The social dynamics of this method of education allows the students and teachers to work equally together. Online teaching requires the instructor to take on the role of a facilitator, which means they encourage participation and keep the discussions focused on specific topics ensuring each student has an understanding of the material. Online facilitation is a more difficult task than conventional classroom teaching. Online learning also means the student carries the brunt of the responsibility for performing the tasks as provided by the online facilitator.

The online course requires written correspondence, via email, chat room, or social networks as the primary communication methods. Although, this form of communication will strengthen the student in his/her writing abilities it is paramount for the student to understand an outcome of online learning is substantial practice in written communication skills. Another aspect of online learning is the "anytime/anywhere" learner model. This equates to the facilitator (subject matter expert) not automatically or immediately responding to comments or questions posted.

The design of this Training Program requires that each training module stand dependent upon the information taught in the previous and therefore requires successful completion of each module in a sequential manner. Failure of any module prevents the student from progressing to the next module. This program of instruction follows the resident program format and provides training for all tasks taught in the specified functional areas for the resident program. However, as is the nature of online learning, described above, the ADL version reserves the right to teach some tasks in the capstone Operations Support Exercise (Deployed) and may result in a difference in sequence than shown in the functional areas. For a breakout of tasks taught in the resident 10-day phase, please contact the Defense Information School Course Development Office or The specific training department.

COURSE DESCRIPTION: The course material is organized into the following eight Functional Areas: Theory and Doctrine; Community Relations; Internal Information; Multimedia; Media Relations;

Communication Skills; Public Affairs Operations and a capstone Operations Support Exercise. The material presented within each functional area builds on a progressive format, which exposes students to essential foundational knowledge, and builds upon that knowledge through a series of case studies, assigned readings, guided discussions, and practical applications. Each functional area stresses the importance that public affairs practitioners in the DOD must maintain a high standard of integrity. The student assignments and exercises require the student to draw on learned knowledge and skills developed in previous lessons and to apply critical thinking skills to achieve high goals in continuing assignments. The course culminates in a final exercise in a simulated military operations environment requiring the student to apply skills from knowledge and proficiencies gained throughout the course in order to perform the basic duties of military public affairs professional.

PREREQUISITES: Validation of student authentication is through the Army Training Requirements and Resources System (ATRRS).

Students are required to complete the nonresident segment (PAQC-ADL-NR) before enrolling in the capstone resident segment (PAQC-ADL-R). Student's must enroll in PAQC-ADL-R within 2 years of completing the PAQC-ADL-NR phase.

Requests for waiver of prerequisites must be routed through the appropriate career field manager to the DINFOS Commandant and must be approved prior to student's acceptance into training.

Service	Military	Civilian
USA:	O1-O5 E6 – E9	a. GS-9 or above OR GS-7 Intern in Public Affairs Field (GS-1035 series) b. O-1 MUST HAVE COMPLETED Officer Basic Course before submitting into ATRRS. c. E-6 with waiver request routed through and approved by the Army Public Affairs Center (APAC)
USN	O1-O4 E6 – E9	a. GS-5 Intern & above in Public Affairs field (includes GS-1035, 1082, 1083, 1087, 1001 and 301)
USAF	O1– O5 E7 – E9	a. GS-7 & above (1035 series) b. Officer AFSC: 35P1 b. Enlisted AFSC's (with SAF/PA concurrence): 3N071 and 3V072
USMC	O1-O4* E6 and above**	Civilian prerequisites are based on their billet description and authorization from HQMC PA.
USCG	O1-O4 & CWO E6 – E9	GS-11 & above
*Officers must have completed "The Basic School."		
**Enlisted personnel must have completed the Basic Public Affairs Specialist - Writer's Course (DINFOS BPASC, DINFOS-BPASC-ADL-R, DINFOS-BPAS-W, DINFOS-BJC, AFIS-BJC, or equivalent)		
International:	PAQC-ADL is currently not open to international students	
Interagency:	GS-9 or above OR GS-7 Intern in Public Affairs Field (GS-1035 series)	

SECURITY CLEARANCE: None Required

CLASS SIZE:

MAXIMUM 48

MINIMUM 15

COURSE LENGTH: 24 weeks nonresident and 2 weeks resident

ADVANCED DISTRIBUTED LEARNING	24 Weeks
ACADEMIC LENGTH RESIDENT CLASSROOM:	82 hours (In 2 Weeks)
ADMINISTRATIVE HOURS:	9 Hours

TYPE/METHOD OF INSTRUCTION:

Type/Method	Non-Resident Phase	Resident Phase
Lecture (L)	35 Written Lectures	27 Hours
Guided Discussion (D)	N/A	4 Hours
Performance Exercise (PE)/GH	6 Practical Exercises	28 Hours
Written Exams (EW)	8 Online Examinations	
Operations Support Exercise (Deployed), (EP)	12 Performance exams	24 Hours
Field Trip	N/A	N/A
Administrative Hours (AD)	2 Weeks	9 Hours

TRAINING START DATE: Jan 2010

ENVIRONMENTAL IMPACT: None, DOD policy was followed to assess the environmental impact.

MANPOWER: The Interservice Training Review Organization (ITRO) formula was used to determine the number of instructors required for the resident portion of this course. Instructors for the ADL Program are based on the ITRO for the resident training.

EQUIPMENT AND FACILITIES: The Course Design Resource Estimate (CDRE) contains this information. The CDRE is located in the DINFOS ISD COP.

TRAINING DEVELOPMENT PROPONENT: Course Development Office of the Provost, Defense Information School, Fort George G. Meade, MD 20755/ 301-677-4420

REFERENCES: Are found on the last page(s) of this TPI

INSTRUCTOR/STUDENT RATIO: Nonresident phase: 1:12 - Resident Phase 1:12 (L, PE, EW) 1: 4 (D, PE, EP)

SAFETY FACTORS: Routine unless otherwise indicated

FUNCTIONAL AREA 1

THEORY AND DOCTRINE

TPFN: DINFOS-PAQC-ADL- 001-

TERMINAL TRAINING OUTCOME: The instruction and training throughout this Functional Area provides the student with a foundation of knowledge required to perform the duties of a Department of Defense Military Public Affairs Officer. Upon completion of this functional area, students will understand and identify the primary principles of military public affairs policy, procedures and governing directives (laws, publications, etc.). They examine public relations functions within organizations, their impact on the public and their roles in society. Students analyze influences of the media on the historical development of the United States of America while exploring issues of special concern and current interest. Students discuss the evolution of the field, the range of roles and responsibilities that public relations practitioners assume in a variety of settings, and the ethics, significant issues and trends that have shaped the practice. They examine ethical problems in journalism and the media industry as a whole. The student determines appropriate guidelines for release of information and imagery, and assesses the potential news value of a given situation. The student applies critical thinking skills in practical applications as well as knowledge-based exams as a measure of functional area comprehension. Students must earn an aggregate score of seventy percent or higher to complete this functional area. Assessment strategies include, practical exercises, written and performance exams.

UNIT 001: Introduction to Public Affairs

- 001 Define DOD public affairs
- 002 Explain the roles and responsibilities of a Department of Defense public affairs officer
- 003 Describe each service's military public affairs organizations
- 004 Explain DOD Principles of Information
- 005 Explain how public opinion affects military operations
- 006 Describe the military/media relationship's historical effect on PA operations and policy.
- 007 Apply ethics in public affairs
- 008 Compare/contrast military public affairs with various aspects of civilian public relations
- 009 Apply the military decision making process to public affairs

UNIT 002: The Nature of News

- 001 Define news
- 002 Describe the various ethical standards in journalism
- 003 Define characteristics of various media (e.g. radio, television, print, internet)
- 004 Identify target audiences

UNIT 003: Policies and Planning

- 001 Explain defense support to public diplomacy
- 002 Explain how the communications model relates to public affairs
- 003 Identify basic elements of the military justice system
- 004 Describe public affairs aspects of national policy documents
- 005 Written Examination

TOTAL TPFN TIME: 4 Weeks

FUNCTIONAL AREA 2

COMMUNITY RELATIONS

TPFN: DINFOS-PAQC-ADL -002-

TERMINAL TRAINING OUTCOME: The instruction and training throughout this functional area provides the student with the necessary skills to measure public opinion and the role of the media in the formation of public opinion in relation to community relations. Students study the ethical, moral, political, economic and social considerations of mass communication. Using these learned skills and critical thinking in conjunction with applied practical experience, the students develop and recommend public affairs courses of action in the areas of community relations. Students understand how journalism and public communication research methods are used in measuring public opinion. The student applies critical thinking skills in practical applications as well as knowledge-based exams as a measure of functional area comprehension. Students must earn an aggregate score of seventy percent or higher to complete this functional area. Assessment strategies include, practical exercises, written and performance exams.

UNIT 001 Introduction to Community Relations

- 001 Define community relations
- 002 Identify formal/informal components of community power structure
- 003 Explain how armed forces personnel behavior affects public opinion
- 004 Explain the key social, economic, and military operations' factors that affect a community relations environment
- 005 Identify methods for maintaining relationships with local, state, federal, and international government organizations
- 006 Apply Department of Defense community relations support criteria
- 007 Written Examination

TOTAL TPFN TIME: 1 Week

FUNCTIONAL AREA 3
INTERNAL INFORMATION

TPFN: DINFOS-PAQC-ADL -003-

TERMINAL TRAINING OUTCOME: The instruction and training throughout this functional area provides the student with the necessary skills to support a military internal information program. Students explain the public affairs officer's role in contracting a commercial enterprise newspaper, and identify the various techniques and process available to assess communications effectiveness. They will be able to identify the limitations of public opinion polls and other types of surveys and explain how an internal information program supports the command communication strategy. The student will apply critical thinking skills in practical applications as well as knowledge-based exams as a measure of functional area comprehension. Students must earn an aggregate score of seventy percent or higher to complete this functional area. Assessment strategies include, practical exercises, written and performance exams.

UNIT 001 Introduction to Internal Information

- 001 Compare/contrast the effectiveness of various products/methods that can be used to communicate to internal audiences
- 002 Identify elements of an internal information program
- 003 Assess communication effectiveness (command information, community relations, media relations)
- 004 Written Examination

TOTAL TPFN TIME: 1 Week

FUNCTIONAL AREA 4

MULTIMEDIA

TPFN: DINFOS-PAQC-ADL -004-

TERMINAL TRAINING OUTCOME: The instruction and training throughout this functional area provides the student with the necessary skills to explore the role of information technology. Upon completion of this functional area, students will be able to understand their roles and responsibilities in the use of visual information and electronic imagery. Students determine appropriate guidelines for release of imagery. They receive instruction in spot news and feature photography as well as instruction in ethics, privacy, and law. Students will understand emerging technology's capabilities, limitations, coordination requirements and marketing capabilities. This functional area describes key components of still and video imagery as well as the use and understanding of the Defense Imagery Management Operations Center (DIMOC) support requirements. Students have practical exercises in writing and editing photo captions. The student will apply critical thinking skills in practical applications as well as knowledge-based exams as a measure of functional area comprehension. Students determine how to select images that best support the command information strategy. Students must earn an aggregate score of seventy percent or higher to complete this functional area. Assessment strategies include practical exercises, written and performance exams.

UNIT 001 Visual Information and Electronic Imagery

- 001 Identify concepts of video storytelling
- 002 Explain Defense Media Activity (DMA) support and services
- 003 Explain capabilities, processes, and requirements of visual information acquisition/distribution
- 004 Explain DOD guidelines on production and use of imagery
- 005 Write and Edit photo captions
- 006 Written Examination

UNIT 002 Visual Information Operations

- 001 Identify regulations, directives, and instructions concerning VI within DOD
- 002 Identify and discuss the role of VI within DOD
- 003 Explain VI support contingency
- 004 Explain the requirements for imagery accessioning
- 005 Explain the VI production process
- 006 Discuss the importance of maintaining production control
- 007 Explain the process of preparing budgets
- 008 Describe the procedure for lifecycle equipment plans

TOTAL TPFN TIME: 1 Week

FUNCTIONAL AREA 5

MEDIA RELATIONS

TPFN: DINFOS-PAQC-ADL -005-

TERMINAL TRAINING OUTCOME: The instruction and training throughout this functional area provides the student with the basic knowledge and skills necessary to facilitate and support modern media during on-going military operations. Upon completion of this functional area, a student will be able to select appropriate media types for communication of timely, accurate information to specific publics; respond verbally and in writing to queries from media organizations; prepare for and conduct media interviews; select and prepare military spokespersons for media interviews. Using critical thinking skills, in conjunction with applied practical experience, the student will develop and recommend public affairs courses of action in the area of Media Relations. They will understand the relationship between news media and government, media coverage of government and politics, governmental and political information and persuasion techniques. Students will assess the potential news value of a given situation. They will research the legal rights and constraints of mass media, focusing on libel, privacy, copyright and other aspects of communication law. Students will also apply first amendment considerations and related communication issues through practical exercises. Using a combination of exercises and case studies, students will learn how to develop, train and execute crisis communications plans in support of command communications objectives. The student applies critical thinking skills in practical applications as well as knowledge-based exams as a measure of functional area comprehension. Students must earn an aggregate score of seventy percent or higher to complete this functional area. Assessment strategies include, practical exercises, written and performance exams.

UNIT 001 Introduction to Media Relations

- 001 Demonstrate how SAPP, ACA, FOIA, HIPPA, and Privacy Act rules apply to material with news value
- 002 Identify methods for maintaining media relationships
- 003 Explain employment of embedded media
- 004 Explain the public affairs officer's relationship with the media (media panel)
- 005 Discuss key current issues in various services
- 006 Take a field trip
- 007 Explain the public affairs role in crisis operations

UNIT 002 Media Techniques

- 001 Respond to a media query
- 002 Prepare for media interviews
- 003 Conduct Interviews
- 004 Explain how to conduct public affairs training
- 005 Develop command messages
- 006 Facilitate a news briefing in the role of public affairs officer
- 007 Conduct a press conference in the role of a military spokesperson
- 008 Brief a news media representative on interview/coverage ground rules
- 009 Written Examination

TOTAL TPFN TIME: 4 Weeks

FUNCTIONAL AREA 6

COMMUNICATION SKILLS

TPFN: DINFOS-PAQC-ADL-006-

TERMINAL TRAINING OUTCOME: The instruction and training throughout this functional area provide the student with the basic foundational knowledge of effective written and verbal communication. Upon completion of this functional area, a student will be able to write, deliver and prepare a speech manuscript and to create and deliver a biographical introduction for a military spokesperson with high-quality journalism skills. The student will develop strategic communications plans through advanced training and practice in writing. Students receive practical and theoretical knowledge of visual communication processes related to all forms of journalism. The student will write initial and follow-up military news releases for both internal and external audiences, news features, editorials, and letters-to-the-editor, as well as news spots for radio broadcast. The student will also design and lay out a military field newsletter and edit the content of the newsletter in Associated Press style.

Students learn effective methods of gathering, analyzing, and writing broadcast news and features products. They will conduct critical analysis of broadcast news practices, decisions and principles. Students deliver public speeches and create journalistic stories for a diverse audience. They practice techniques of gathering, analyzing, and writing news and features for newspapers and practice interviewing, observation, and use of documentary references that include computer information retrieval and analysis skills. They learn and apply skills in researching Internet and non-Internet sources. Students practice the fundamentals of editing newspapers, including both individual and team projects with an emphasis on judgment, fairness, accuracy, editorial balance, and language usage. Students practice writing news, editing copy, and writing headlines using computer-editing technology. This course prepares student journalists to enter the rapidly evolving, fast-paced world of news. The student will apply critical thinking skills in practical applications as well as knowledge-based exams as a measure of functional area comprehension. Students must earn an aggregate score of seventy percent or higher to complete this functional area. Assessment strategies include, practical exercises, written and performance exams.

UNIT 001 Communication Planning

- 001 Define PA's role in social media
- 002 Demonstrate proficiency in social media engagement
- 003 Review government web sites
- 004 Written Examination (Social Media and Internet)

UNIT 002 Speech Writing

- 001 Write a speech
- 002 Deliver a speech

UNIT 003 Print Journalism

- 001 Compare/contrast commercial journalism and military public affairs (roles, products, staffs, philosophies)
- 002 Copy edit a selected piece of text in accordance with the AP stylebook
- 003 Create and review PA news products
- 004 Written Examination (Headlines)
- 005 Written Examination (Features)

UNIT 004 Broadcast Journalism

001 Evaluate a public service announcement

TOTAL TPFN TIME: 8 Weeks

FUNCTIONAL AREA 7

PUBLIC AFFAIRS OPERATIONS

TPFN: DINFOS-PAQC-ADL-007-

Terminal Training Outcome: The instruction and training throughout this functional area provides the student with a foundation of knowledge required to support public affairs operations. Students learn the primary principles of military public affairs policy, procedures and governing directives (laws, publications, etc.). The student will develop strategic communications plans, determining appropriate guidelines for release of information and imagery, and assess the potential news value of a given situation within his or her service. Students will develop and recommend public affairs courses of action in the areas of media relations, community relations, and internal information. Using learned critical thinking skills, in conjunction with applied practical experience, students will develop and recommend public affairs courses of action and internal information. Students will explore the interplay among and between the media, government, and the political process. Students will apply critical thinking skills in practical applications as well as knowledge-based exams as a measure of functional area comprehension. Students must earn an aggregate score of seventy percent or higher to complete this functional area. Assessment strategies include, practical exercises, written and performance exams.

UNIT 001 Operations

- 001 Introduction to PA and PA Basics
- 002 Explain public affairs support to military operations other than war
- 003 Explain public affairs role in the National Environmental Protection Act and Installation Restoration Program
- 004 Explain public affairs support to civil authorities
- 005 Describe the integration of public affairs into all phases of planning
- 006 Write the Public Affairs annex
- 007 Define and discuss PA's role and responsibilities as they pertain to information operations
- 008 Write a PA communications plan
- 009 Explain public affairs implications
- 010 Write a PA estimate
- 011 Brief a PA estimate
- 012 Describe the commander's role in his communication program
- 013 Brief the commander on public affairs issues

UNIT 002 Joint Operations

- 001 Define strategic communication
- 002 Engage a joint PA panel
- 003 Explain the structure, mission, and operation of a Joint Information Bureau (JIB), Joint Information Center (JIC), and Combined Press Information Center (CPIC)
- 004 Written Examination

TOTAL TPFN TIME: 3 Weeks

FUNCTIONAL AREA 8
OPERATIONS SUPPORT EXERCISE (DEPLOYED)

TPFN: DINFOS-PAQC-ADL-008-

Terminal Training Outcome: This functional area reflects the resident training as well as the Operations Support Exercise. All tasks not covered in the nonresident phase are addressed in the resident capstone. The purpose of the field training exercise is to evaluate the student's ability to use critical thinking skills to evaluate given scenarios drawing from and applying the knowledge and skills gained through the seven functional areas of this course under typical public affairs working conditions and situations. Students are given intensive practice in applications to produce effective public affairs responses to various real time scenarios. Students will participate in mock, desktop crisis scenario planning to develop public relations and spokesperson skills to manage issues and communication with the media. Students will work 9 to 12 hour days for the two weeks they are in residence. Students must earn an aggregate score of seventy percent or higher to complete this functional area. Assessment strategies include, practical exercises, written and performance exams.

UNIT 001 Operations Support Exercise (Deployed)

- 001 Operations Support Exercise - Preparation
- 002 Operations Support Exercise - Deployed

TOTAL TPFN TIME: 82 Hours performed in 10 training days (Two weeks)

FUNCTIONAL AREA 9
COURSE ADMINISTRATION

TPFN: DINFOS-PAQC-ADL-009-

TERMINAL TRAINING OUTCOME: During this time student records will be created, updated, and archived as the student progresses through the course. The Advanced Distributed Learning methodology allows for a week of course orientation and a week of remedial training.

UNIT 001- In-processing

- 001 English Diagnostic Assessment
- 002 In-process (Service Detachments)
- 003 In-process (RQM)
- 004 Welcome (Dept. Head, AD, NCOIC)
- 005 Welcome (CMDT, DOT, Chaplain)
- 006 Student Mid-Term Counseling (Performed nonresident)

UNIT 002 - Out-processing

- 001 End-of-course survey
- 002 Out-process (Service Detachments)
- 003 Out-process (RQM)
- 004 Graduation preparation
- 005 Graduation

TOTAL TPFN HOURS: 2 weeks nonresident; 9 hours resident

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